

**Proteus Monograph Series Fellows Program**  
**“Analyzing Future National Security Challenges in a Complex World”**

1. Description: The Proteus Management Group (PMG) uses the Proteus Monograph Series Fellows Program (PMSFP) to fund research by scholars who are not affiliated with the U.S. Government or U. S. Military. These scholars can be located either in the United States or abroad. The PMSFP is a “contractual relationship” rather than a “grant.” the U.S. Government’s executive agent provides payment for the research monograph upon completion of the project. When the PMSFP is used to fund a research monograph, the product becomes the property of the U.S. Government. Other, works contributed to the PMG by PMG Fellows at large that are not funded will remain the property of the contributor unless otherwise specified in a separate agreement.

2. Purpose: This program is designed to support the Proteus Management Group’s (PMG) charter to promote further discourse, study, and research focusing on the refinement, development, and application of Proteus Insights (PI) and related new and emerging “futures” concepts, methods, processes, and scenarios. The overarching goal of this effort is to provide value-added and relevant commentary that will assist strategic and high-operational level decision makers, planners, and analysts with “outside the box” considerations and critical analysis of national, military and intelligence issues within the Joint, Interagency, Intergovernmental, and Multinational (JIIM) environment by encouraging them to:

- Consider differing values and perceptions of future target audiences by systematically looking “outside” of the values contained in Western Civilization when considering the application of all elements of national power (Diplomatic, Informational, Military, and Economic).
- Frame complex issues holistically, to identify and consider the second and third order effects and unintended consequences of policy and strategy decisions.
- Scan the horizon while defining the future environment and creating scenarios to systematically identify discrete threats and capitalize on hidden opportunities.

3. Products: The desired end-product of PMSFP research is a Proteus related monograph, published by The Center for Strategic Leadership in partnership with the National Intelligence University and the PMG. The PMG papers will be made available on the PMG Website and, as funding permits, through bound publication. These products are to be distributed to key policy makers, leaders, and stakeholders across the various communities within academia, the United States Congress, other U.S. Government departments and agencies—in particular the Department of Defense and the military educational system—the media, and other think tanks and defense institutes both in the United States and internationally.

4. Funded Monograph Specific Requirements and Administrative Procedures:

- a. Quality. The author shall emphasize analysis and exposition, rather than description or opinion. Knowledge and views should be presented and supported.

All work should reflect academically acceptable rules of grammar and syntax suitable for publication and appropriate for senior military and civilian officials. The Monograph should display exceptional insight and creativity, able analysis, solid research, precise documentation with an efficient and economical organizational scheme that reflects both depth and balance as it advances the thoughtful exploration of a problem, question, or subject area.

b. Subject, format, and length: The subject of the monograph must address one of the topics designated by the fiscal/annual program announcement (see enclosure #1). Each subject will be approved by the PMG board based on the author's submitted précis' or abstract. The monograph length should be between 40-50 pages. The monograph style may vary in accordance with the writer's preference; however, as a guide, Turabian, a professional or scientific style such as APA (American Psychological Association), or the MLA (Modern Language Association) are all acceptable formats for this purpose. At a minimum, the monograph will consist of a one to two-page abstract, main body, notes (footnotes or endnotes) and bibliography or references.

c. Administrative Procedures: A contractual agreement will be developed with the primary author based on the PMG Board approved précis. The agreement will establish the amount and method of payment for each monograph. Acceptable monograph timelines will be as follows:

- Précis Submission (2-3 pages): 30 days after program announcement or notification. Exceptions may apply. Contact the PMG with initial intent as soon as possible after notification.
- Monograph First Draft: 120 days after notification that the PMG board has approved the précis.
- Monograph Final Draft: 90 days after first draft review. This document will be ready for layout and preparation for publishing by the PMG staff.
- Workshop Presentation: The author, upon request of the PMG, may also be required to attend and present this work at the Proteus Annual Futures Workshop. This requirement and any arrangement for funding for this additional effort will be discussed on a case by case basis.

If possible, send abstracts via email as a MS Word attachment. The PMG email address is: [proteus@carlisle.army.mil](mailto:proteus@carlisle.army.mil).

Regular mail entries should be sent to:

Center for Strategic Leadership  
Attention: Proteus Management Group  
Suite B033  
650 Wright Ave.  
Carlisle, PA 17013-5051

5. Non-funded Work: Monographs, Articles, and Papers. The PMG encourages and welcomes substantial contributions of this nature. The PMG will recognize and

designate those contributors as PMG Fellows based on their individual work. These works are not funded, although there are other associated benefits, such as exposure, feedback and constructive critique of an author's or his/her organization's work. These works, which may be pending possible publication elsewhere, are freely submitted to the PMG for posting electronically on the PMG website "as is," and will remain the intellectual property of the author. Final disposition of the product will be the prerogative of the author. If a bound publication is developed as a Proteus related product, the author is obligated to follow the ethical practices pertaining to any follow-on publication opportunities and/or prohibitions.

6. For further information, please call: 717-245-3366 or send an email to the following: [proteus@carlisle.army.mil](mailto:proteus@carlisle.army.mil) or [William.wimbish@us.army.mil](mailto:William.wimbish@us.army.mil)

Enclosure #1, Proteus Monograph Series Fellows Program (PMSFP)  
“Analyzing Future National Security Challenges in a Complex World:”  
Suggested Proteus Related Monograph Topics for FY 2007

Primary Topics:

- Proteus Insights and their relationship to Intelligence Transformation
- The application of Proteus to Information Operations or Strategic Communication
- Proteus and Agent Based Processing and Game Design
- Proteus: Decision Making and the Global War On Terror
- Proteus Media as an aid to deterministic models for Intelligence Analysis or Policy and Strategy Decision Making.
- Proteus Insights as a. method, model, and/or framework for Intelligence Analysis or Policy and Strategy Decision Making
- Proteus and Science and Technology Foresight: Understanding Technology Convergence for Insight and Strategic Preparedness

Other Proteus related Topics as Approved

- Future Operational and Strategic Intelligence Analysis in a Complex Geo-Strategic Environment
- Proteus Insights in Operational and Strategic Decision Making: Addressing Complexity on the future Geo-strategic Landscape
- Proteus Insights addressing Complex Human, Terrain: Psychological, Religious, Social and Cultural Complexity in Future Policy and Strategy Formulation
- Proteus Insights and Strategic Sustainability: Preventing Strategic Surprise
- Other monographic topics identified by the author(s)